



Map the Terrain

The “Map the Terrain” step of the ***New Tactics Strategic Effectiveness Method*** provides two tools for understanding Sun Tzu’s three directives, beginning with “Know the Terrain” (using the Tactical Map tool) and then understanding how to use this knowledge of the terrain through the directives of “Know Yourself” and “Know your Opponent” (using the Spectrum of Allies tool). New Tactics method focuses on the examination of the human relationship “terrain” – the people, groups, organizations and institutions involved in maintaining abuses or the status quo, as well as those seeking to make change. In this step, you will use tools that will aid you in the process of identifying and tactically approaching this human network of relationships.

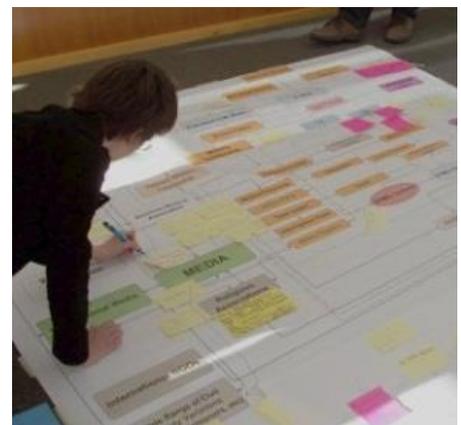
Tactical Map¹ Tool (Mapping human relationships)

Objectives:

- ✓ To provide your group with a way to visualize the people, groups, institutions, and the nature of the relationships involved in the issue.
- ✓ To help your group expand their thinking about potential targets for tactical interventions.
- ✓ To help your group identify concrete targets for action.

Human rights abuses are sustained by complex systems of relationships that mutually reinforce the role of the abuser. Some of these relationships are hierarchical or otherwise structural; others are informal. Each of these relationships is a potential site of intervention that could respond to a different tactic.

At the same time, most organizations seeking to advance human rights can only accommodate one or two primary tactics within their institutional frameworks. This is due to the time they take to learn, the investment in staffing, the measurement of performance and effectiveness, and the difficulties in raising funds. This pattern is reinforced by the human tendency to “do what we know how to do.”



¹ The ***Tactical Map*** is a tool developed by the New Tactics in Human Rights program of the Center for Victims of Torture in 1998 and subsequent developments.



If human rights abuses will not yield to a single tactic, and if most organizations can only employ one or two tactics, then it is imperative to develop the capacity to advance knowledge and awareness of many tactics, as well as skills to collaborate on an overall strategy aimed at disrupting the system of relationships that sustain human rights abuses.

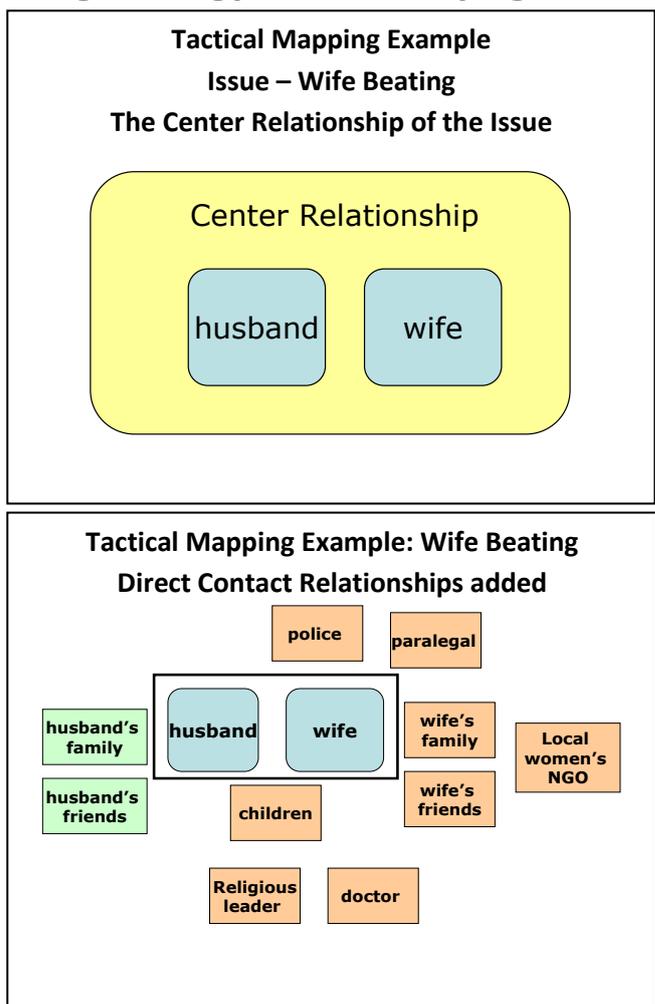
The New Tactics Strategic Effectiveness Method includes the use of the “Tactical Map” tool for “defining the terrain.” The tactical mapping process was developed by New Tactics in Human Rights to help organizations evaluate their own context and the broader situation of their work from a different perspective. We’ve used this activity with hundreds of people around the world. Used in the Strategic Effectiveness method, tactical mapping helps us to think about:

- ✓ The key relationships that can help move the issue and strategy forward
- ✓ The effectiveness of the current tactics
- ✓ Relationships, institutions, or social groups not affected by the current tactics
- ✓ Tactics that might engage the groups that are unaffected by the situation
- ✓ Potential allies for building a more comprehensive and effective strategy

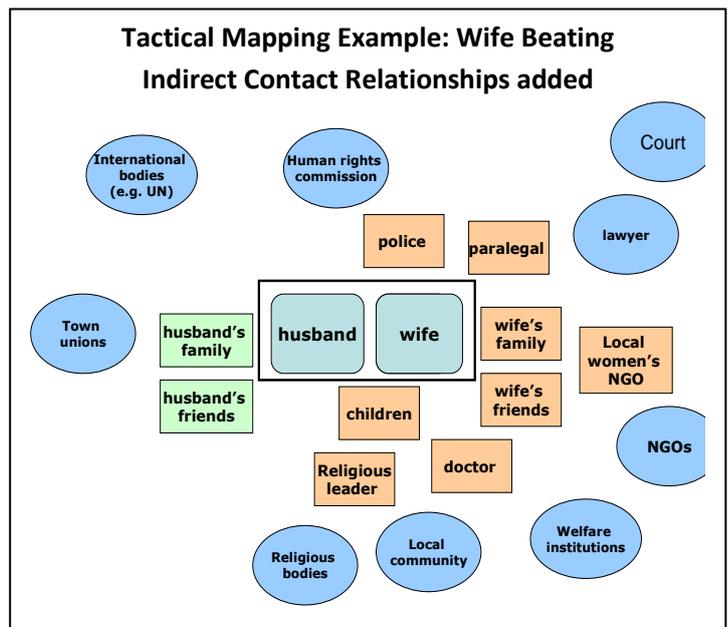
Tactical mapping sets the stage for creating strategy and identifying and implementing tactics.

In brief, the steps for creating a tactical map include:

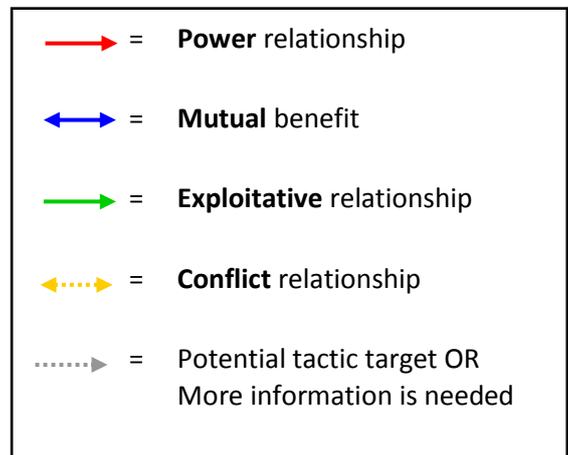
1. Identifying the people, groups, organizations, and institutions involved in your issue, such as:
 - a. CENTER Relationship: The starting point of the map is the “face-to-face” relationship that best represents the identified issue. In the example on the right, the center relationship in the issue of wife beating is the husband and wife.
 - b. DIRECT Contact Relationships: People, groups, organizations, institutions that have direct contact with each of the people identified at the center (local, national, international). In the example, the mapping process has initially identified more direct relationships with the wife, than for the husband.



- c. **INDIRECT Contact Relationships:** People, groups, organizations, institutions that have indirect contact with those that have already been identified on your map (local, national, international). In the example, the ovals show relationships that the husband and wife do not have direct contact with, but which may influence the issue and the central relationship indirectly.



- d. **NATURE of the Relationships:** In what ways do the people, groups, organizations, or institutions relate to each other in terms of power, benefit, exploitation and conflict? The mapping process is not complete until we understand what kind of relationships exist between the groups and individuals. The color-coded arrows on the right are added between the people, groups or organizations, to demonstrate the **main** nature of each relationship, as well as where the potential for an innovative tactic targeting a specific relationship might be.



Application: Why is it important to map the terrain?

SPOTLIGHT

The Front to Defend Egypt Protesters (FDEP) developed an approach to encourage activists and protesters at risk of arrest and detention to communicate with a volunteer network and mobilize timely legal, medical and other types of support.

The FDEP is a network of human rights NGOs, lawyers, doctors and researchers that work as volunteers to provide medical and legal assistance to protesters and demonstrators. The FDEP was established in Cairo in 2008 in response to an initiative by the Hisham Mubarak Law Center (HMLC), an Egyptian human rights NGO well known for providing legal support. At the time, the police state was very strong and aggressive, and activists were commonly targeted during protests and demonstrations.



The FDEP was established for several reasons, including:

- To develop a coordinated response to random and mass arrests by the police and illegal detentions and inhuman treatment of protesters and detainees, and
- To facilitate and coordinate efforts and work by human rights groups and lawyers.

The FDEP is composed of several sub-teams, including a legal team, medical team, coordination team, translation team, communications teams and a team that provides food, medications, and other necessities to detainees. The sub-teams are mobilized based on the specific needs of each case.

In April 2010, FDEP’s communication team experimented a process to enable detainees to communicate with the FDEP by texting their full name, age, ID and health status and location of detention. The communications team then relay that information to the appropriate sub-team to take action.

To carry out this tactic, the FDEP relies on two primary sources of information:

1. Several hotline numbers which activists use to submit reports about detentions, arrests, injuries, and the need for lawyers, and
2. Field representatives that monitor the situation on the ground and report to the FDEP operation unit.

Upon receiving information about an arrest at a demonstration or protest, lawyers in the network move to several potential places that activists might be moved to, such as police stations close to the area of the demonstration, state security offices or prosecution offices. At this stage, the lawyers ensure those arrested do not face any torture or violence, and attend the interrogation process. Arrested demonstrators could be released or kept for four days or more, depending on several legal variables. During this period, the lawyer will update the communication team with the status of those arrested while another team provides food, clothes, and medicine to those detained.

The FDEP implemented this model, using SMS and mapping tools as well as online platforms to report and disseminate information. Since its inception, the FDEP has been able to provide legal and medical help to hundreds of protesters. It has also expanded its presence to several other cities where similar large-scale violations have occurred. The creation of the FDEP was an important step forward in providing help and support to those facing human rights violations, and has reduced the risks and troubles they could face by the police.

Sources: <http://goo.gl/x8jlaA>

Illustration Diagram - Using Online Tools and Digital Devices between Detainees & FDEP on 6 April 2010: <http://flic.kr/p/7UWXSD>





Map the Terrain – Identify Allies (Spectrum of Allies² Tool)

The *Spectrum of Allies* tool is used for further understanding Sun Tzu’s directives regarding “**Know the Terrain**”, “**Know Yourself**” and “**Know Your Opponent.**”

It is not humanly possible to work on every identified relationship on your tactical map at the same time. We personally, as well as our organizations, have limitations of time, energy, and resources. This is why the “Tactical Map” and the “Spectrum of Allies” tools can be very useful to your decision-making process. The visual map gives you an overview of the many potential relationships involved in your problem, each of these is also a potential target for action.

The “Spectrum of Allies” provides a critical opportunity to define the stakeholders involved in an issue. In addition, we often assume that everyone in an institution, organization, group or community will respond to us in the same way. In reality, this is not true. The “Spectrum of Allies” tool helps us to better understand this reality and to critically examine our potential course of action.

Objectives:

- ✓ To encourage more optimistic and realistic efforts by narrowing the focus.
- ✓ To identify the stakeholders – people, groups, organizations and institutions that are already involved in the issue.
 - To identify those who are most likely to be allies and opponents.
 - To help the group realize that tactics need to be planned in relation to how much they do or don't attract key allies.
 - To understand that it is not necessary to “win over” opponents to have successful movement on your issue.
- ✓ To narrow the focus for realistic action (resources, capacity, time, etc.).
- ✓ To clearly identify and agree upon a specific target for action.

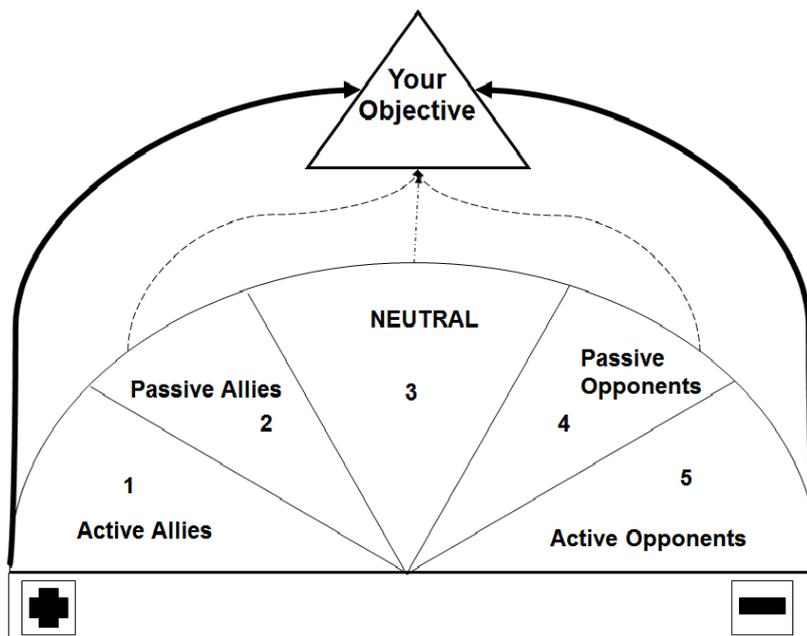
New Tactics combines the tactical map with the “Spectrum of Allies” tool to provide a concrete way to analyze all the relationships identified on the tactical map and to consider where each might be positioned on a “spectrum” – ranging from an active ally to an active opponent. New Tactics has found this tool to be particularly helpful in raising awareness of the diversity of positions and the possibilities for effectively gaining new allies.

² The original “Spectrum of Allies” comes from Martin Oppenheimer and George Lakey, *A Manual for Direct Action*, Quadrangle Books, 1965, and can be found on Training for Change (www.trainingforchange.org). The original spectrum identified seven segments: 1) Active Allies; 2) Passive Allies; 3) Friendly Neutrals; 4) Oblivious Neutrals; 5) Hostile Neutrals; 6) Passive Opponents; and 7) Active Opponents. New Tactics modified the spectrum to five segments, and includes only one “Neutral” segment.



The Spectrum of Allies tool assists advocates in being as specific as possible regarding their target. This in turn makes the identification of potential tactics more realistic.

For example, a group may identify a specific institution to be targeted (e.g., the department of education). It is important to remember that an institution is made up of *people*. The “tactical map” tool can be used again to “map” the institution itself and identify the people who have:



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- ✓ Positions of power
- ✓ Influence with or over those people with power
- ✓ Personal relationships with those identified on the previous tactical map
- ✓ Relationships that can provide entry or access to people inside organizations or institutions

This process, used in tandem with the Spectrum of Allies tool, can further clarify how collaborative efforts among organizations can proceed. Organizations can explore together:

- ✓ An overarching strategic goal
- ✓ Different targets that fit each organizational strategy and resources available to their organizations
- ✓ Organizational goals on the issue and their rationale for choosing a specific target(s)
- ✓ How they can avoid duplication of efforts as well as enhance the ability of other organizations to provide support and resources to each other when needed

New Tactics in Human Rights is a program of The Center for Victims of Torture

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